Subject

THE DIRECTOR OF CENTRAL INTELLIGENCE
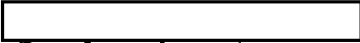
WASHINGTON, D. C. 20505

Intelligence Community Staff

IC 76-2429
18 November 1976

MEMORANDUM FOR: Mr. Carl Norton
                  Deputy Director for Resources
                  and Support/Comptroller, DIA

STATINTL FROM   :   [   ]
                         Production Assessment and Improvement
                         Division, OPEI/ICS

SUBJECT   :   Initial Data Needs for ICS Review of
                 DIA Manpower Needs

    1. The list of initial documentation and data needs for
the Intelligence Community Staff's review and validation of
the DIA manpower audit (Tab A) was provided informally to
Vice Admiral Inman last week. The attachment at Tab B provides
a more detailed definition of these data needs and how the data
might be arrayed.

    2. As we agreed in our discussion on 15 November, we should
proceed to gather and array this supporting data. I suggest that
we meet with you and your staff at DIA at 0900 on 23 November to
discuss these data needs in further detail. To accomplish our
review in time for it to be useful, these data arrays must be
made available no later than 23 December, with individual portions
provided as they are ready. Please advise me as to whether the
meeting on 23 November is convenient.

    3. Thank you for your support.

STATINTL

Attachments
  As Stated

10 November 1976

INITIAL DATA NEEDS FOR IC STAFF REVIEW

OF DIA MANPOWER NEEDS

As a first step in the review of DIA manpower needs, additional documentation and data are required by the IC Staff to supplement the DIA manpower audit report that has been provided. Our needs as they are currently perceived include:

- An up-to-date JTD annotated to show more precisely what is done in each element and to include summary data on military/civilian mix, professional/clerical ratios, grade structure, etc.;

- Organizational charts and data for each element of DIA to show trends over the last few years regarding reductions that have been absorbed;

- Documentation of trends during the same period in number and type of functions and tasking;

- Up-to-date DIAM 49-1, annotated as necessary to provide full definition of DIA's missions and functions and those of each organizational element and how it contributes to Agency's performance and missions;

- Full definition of DIA functions and missions which are unique, essential to the Department (including operational commanders, and provided in support of the Intelligence Community generally;

- Up-to-date copy of DIAR 49-6 annotated as required;

- DOD Directive 5105.21 as well as the most recent draft of its revision;

- Listing of products/services provided by each DIA element derived from RIP, STIR, and supplemented from Directorate production management records;

- Manhour Accounting and Reporting System
(MARS) printouts, structured and arrayed to
develop for DB (formerly DI) an appreciation of
products/sources, consumers, overtime;

- Tailored printouts from ICDP/DISCAS files
to display age, seniority, range of experience,
and qualifications of the civilian workforce;

~~- Copies of the management improvement
studies done within DIA; and~~ *per agreement*

~~- A summary inventory of critical comments
from Congress that have been made or can be
anticipated.~~

These data needs will be discussed with DIA regarding
data formats and scheduling. Additional data needs and the
need for critical problem papers will be defined as they
develop.

TAB B
19 November 1976

EXPANDED DEFINITION OF INITIAL DATA NEEDS FOR

IC STAFF REVIEW OF DIA MANPOWER

1. Approach

Our approach will involve a detailed analysis of the
interrelationships among:

- missions and functions;

- consumers;

- products and services;

- manning and organization.

In meeting our data requests, DIA should array the data
so that these interrelationships will be easily tracked, using
the individual JTDNR's and branches as the basic units of
analysis. Some suggestions are made below as to how the data
might be structured. However, the various types of data sought
and how they will be arrayed will be the subject of discussions
with the DIA personnel who will be providing the data.

II. Data Needs

A. Missions and Functions

DIA will be asked to provide:

- definition of DIA's national, departmental,
and Community mission and functions, citing pertinent
DOD directives and other official documents (NSCID/
DSCIDs);

- definition of the missions and functions of
each DIA element (down to branch and section), descrip-
tion of how they relate to the Agency's mission/func-
tions and to one another;

- identification of missions and functions
for which DIA is the sole executor and those
which it shares with other elements of the
Community;

- in the cases of shared missions and func-
tions, justification of the duplication or explana-
tion of how they are complementary.

B.   Consumers

For each mission and function (for DIA as a whole and
for each of its elements) DIA will be asked to identify
the national and departmental consumers that are supported
by the missions and functions.

It is suggested that DIA provide a matrix for each
of its organizational elements and for the Agency in which
missions/functions are arrayed against consumers.

C.   Products and Services

The products and services of each organizational
element should be clearly related to its missions/func-
tions and its consumers.

Therefore, it is suggested that a series of matrices
be provided:

- for each branch, a matrix of its missions/
functions arrayed against its products and/or
services; and,

- for each branch, a matrix of its products
and/or services arrayed against its consumers.

D.   Joint Table of Distribution

A copy of the Joint Table of Distribution (JTD),
annotated to correspond to the manning levels at the
time of the DIA audit, will be required.

In addition, summary data based on the JTD will be
requested for each directorate, division, and branch
(section) showing:

- military/civilian mix;

- professional/clerical ratio (military,
civilian, and total);

- grade structure (average grade?); and,

- management/support ratio.

E. Manhour Accounting and Reporting System (MARS)

Although the MARS is limited to DB at present, analysis of its data will reveal important patterns in tasking, production, and workload. Therefore, it is requested that various printouts of charged manhours be provided for each branch:

  o by product, to include:

    - title of product;

    - type of product;

      -- written/briefing

      -- scheduled/unscheduled

      -- current, basic, estimative, interagency

    - requester of product;

    - data base maintenance;

      -- OBs

      -- AIF

      -- other data bases

  o summary data by branch:

    - military/civilian

    - management

    - clerical support

    - overtime

    - training, TDY, etc.

  o by product, to show branches that collaborate/ interact.

F. Defense Intelligence Production Schedule (DIPS)

Failures to meet production schedules for in-house products are a possible indicator of manpower shortages. Therefore, it is requested that delays and cancellations in the DIPS be arrayed for each branch of DIA, to include the following data:

- titles of delayed and cancelled products;

- if delayed, the length of the delay;

- reason(s) for delay;

- importance of the product; and,

- impact of the lack of the product on its users.

In addition, summary data on slippages in schedules for divisions and directorates are requested.

G. S&T Intelligence in DT

Defense S&T intelligence has been alleged in the past to be an area of duplication between DIA/DT and the Service production agencies. In addition, DIA/DT consists of organizations and staff that perform two general types of S&T intelligence functions--in-house substantive production and technical direction of Service production. DIA/DT has also expressed the intention of doing an increased amount of in-house integrative analysis. In this review, clarification is sought of the actual missions and functions of DIA/DT.

The following types of data arrays are requested:

- data arrays, by JTDNR within each branch (and summary data for each branch and division of DT), which provide an accounting for CY 1976 (to date) of effort (manhours or percentage) expended on in-house substantive production, technical direction of Service production, external assistance contract monitoring, and other functions. The in-house production data should be broken out as follows:

-- country

-- scheduled or unscheduled

-- current, basic, estimative, or
interagency

- title listings of the CY 1976 in-house products
and Service products that are managed by DT associated
to the responsible JTDNR (by branch). The in-house
product listing should be organized into scheduled
and unscheduled products. The listings of Service
products managed should identify the production
agency.

- title listing by branch of the in-house sub-
stantive products scheduled for CY 1977 and their
completion dates, to include any tasking of Service
production agencies anticipated to support in-house
production.

- breakout of national estimative and interagency
intelligence products in which DT personnel have
participated in CY 1976, an estimate of manhours
expended on each by branch of DT, and the chapters,
sections, annexes produced.

H. Defense Attache System (DAS)

Examination of DAS should focus on its contribution
to Defense intelligence in terms of the quantity, quality,
and usefulness of its intelligence reporting.

- From IRISA data base obtain a printout for
CY 1976 of Intelligence Information Reports (IIR)
from each DAO, sorted in IIR number sequence.
Printout should include all data available in the
data base. Copies of every fifth IIR from each DAO
should also be provided.

- From HIMS data base, a printout of Intelli-
gence Collection Requirements (ICR) levied on each
DAO for CY 1976, and summary statistics regarding
ICR satisfaction.

- Summary data, based on the DOD Form 1480,
which evaluates the IIRs from each DAO.

I. <u>Estimative and Interagency Production</u>

Documentation is needed on the scope and level of participation in national estimative and interagency reporting by DIA/DE, other elements of DIA, and the Services, to include measures of the number of manhours charged to such production efforts. The objectives of this analysis are <u>inter alia</u> to:

- document the workload imposed on Defense intelligence by these efforts; and

- demonstrate the widespread participation by DIA and the Services in these efforts.

J. <u>ICDP/DISCAS</u>

Printouts and data summaries by DIA branch will be requested from the ICDP/DISCAS files. Anticipated data needs are:

- age/grade matrix;

- grade/level of education matrix;

- years of experience/grade matris; and

- sort by JTDNR of the above parameters plus types of intelligence expertise.

The same data sorts are also requested by division, directorate, and agency.